

14 May 1973

MEMORANDUM FOR: Associate Deputy Director for Management and Services  
SUBJECT : Office of Training: Tasks and Actions

I have attached a preliminary schedule of actions on each of the principal topics discussed at my meeting with the CIA Management Committee on 18 April. The schedule may reflect a personal optimism but I would like to think that at least for the initial steps, we can hold to the tight calendar. I will keep you informed as to our progress, particularly if there are any unusual findings that may require your immediate attention.

STATINTL

Alfonso Rodriguez  
Director of Training

Att

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STATINTL

OTR/EA/P: kaj (14 May 1973)

OFFICE OF TRAINING

TASKS

ACTIONS

ACTION OFFICERS

COMPLETION DATES (1973)  
(All Fridays)

1. The Intelligence Process  
"...need for study and analysis of the intelligence process as a major challenge to the professionalism of the Agency..."

1. Staff Study to show:
  - a) What the process is
  - b) How OTR now treats the subject in its curriculum
  - c) Recommendations

Task Force of Representatives from four Schools

29 June

"...teach how Government bureaucracy works and how policy decisions are made."

2. Review of Staff Study and recommendations for approval of DTR

Curriculum Council

13 July

3. Memorandum to DD/M&S outlining OTR's planned actions

Special Assistant for Curriculum Development

27 July

2. The Scholars Program  
"...that outside scholars be invited to address larger audiences...in the auditorium."

1. Prepare paper identifying the goals and OTR's modus operandi to implement the Program

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29 June


3. The Consultants Program  
"...find ways to expose Agency officers to the views of outside scholars and learn from their criticisms."

1. Develop a plan to:
  - a) Bring about intra-Agency assistance in developing training doctrine;
  - b) obtain views of non-Agency professionals in structuring a training program consistent with the new challenges in the analytical process, and

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OFFICE OF TRAINING

<u>TASKS</u>	<u>ACTIONS</u>	<u>ACTION OFFICERS</u>	<u>COMPLETION DATES</u> (All Fridays)
<p>3. <u>The Consultants Program (Contd)</u>            "...best brains be brought to bear on intelligence problems."</p> <p>"...a mixture of senior Agency officers and outside scholars and professionals to help us structure a training program and overcome past tendencies to teach collection, analysis, and production separately."</p> <p>"...vehicles for self-criticism within the Agency."</p>	<p>c) submit the plan to DTR for approval.</p> <p>(Note: Board of Visitors and its present membership and charter will have to be considered in the plan.)</p>		
<p>4. <u>The Seminar Program</u>            "...continuation of the Country Seminars..."</p>	<p>Prepare paper for DTR proposing topics, schedules, and participants</p>	<p>STATINTL</p> 	<p>29 June</p>
<p>5. <u>The Training Materials Program</u>            "...reading lists be developed..."</p> <p>"...continuation of case studies as training vehicles."</p> <p>STATINTL</p> <p>"... report...be rewritten..."</p>	<p>1. Prepare paper for DTR outlining steps to be taken to implement the program.</p>		<p>29 June</p>

OFFICE OF TRAINING

<u>TASKS</u>	<u>ACTIONS</u>	<u>ACTION OFFICERS</u>	<u>COMPLETION DATES</u> (All Fridays)
5. <u>The Training Materials Program</u> (Contd) "need to redo Soviet defense expenditures assessment..."			
6. <u>Language Development: Sanctions</u> "...establishment of sanctions which would provide incentives to the Language Development Program..."	1. Agenda item for the next meeting of the Language Development Committee (LDC)	Chairman, LDC	13 June (Wednesday)
7. <u>Management Training</u> "...continue to examine the need for management training..."	1. Prepare a study to include: a) Requirements for management training in the Agency, and b) recommendations  2. Review study and prepare recommendations for DTR's approval.  3. Submit recommendations to DD/M&S	STATINTL [REDACTED]  Curriculum Council  Special Assistant/ Curriculum Development	29 June  15 July  27 July

OFFICE OF TRAINING

<u>TASKS</u>	<u>ACTIONS</u>	<u>ACTION OFFICERS</u>	<u>COMPLETION DATES</u> (All Fridays)
8. <u>Community Training</u> "...recommendations on OTR's role in Community training..."	1. Prepare initial paper listing recommendations.	STATINTL [REDACTED]	29 June
	2. Review paper and recom- mend action to DTR.	Curriculum Council	13 July
STATINTL	3. Submit recommendations to DD/M&S	Special Assistant/ Curriculum Development STATINTL [REDACTED]	27 July
9. [REDACTED]	[REDACTED]	[REDACTED]	18 May
	cost-effectiveness.		
	2. Review paper and deter- mine recommendations.	DTR School Chiefs SA/CD	25 May
	3. Submit findings to the DD/M&S	DTR	30 May (Wednesday)
10. <u>After-Hours Instruction</u> "...some of our highly qualified line managers and analysts teach courses after hours or in addition to their other duties during the normal working day."	1. Prepare paper for DTR on the off-campus aca- demic program, corres- pondence courses, and the like taking into consideration opportuni- ties for after-hours teaching by Agency	STATINTL [REDACTED]	15 June

Original paper that we are being asked to  
respond to.